

Is Customer Service Dead or Just Dying?

By Bob Norton



Helping You Break Through Barriers You Can't See

This is a Sample Chapter From a Book In the Secrets of a Serial Entrepreneur™ Series

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Is Customer Service Dead or Just Dying?

Is Customer Service Dead or Just Dying? And The 8 Top Ways To Improve Customer Service

Satellite TV Hell – A Case Study of Very Poor Customer Service

Customer service seems to be going down the drain today more at larger companies than not. It is difficult to have a remote customer experience, or transaction of any kind, with any significant sized company without one or more problems along the way. It is much less of a problem where there is face-to-face contact, than it is on the phone, so I am confining this to mostly telephone service issues.

Several companies come to mind that have a passionate customer focus and customer advocates at all levels throughout the company. At very high levels it is easy to make decisions that impact service because you do not have any direct front line exposure. Customer facing personnel must be involved in these decisions. Amazon.com is a great example that comes to mind, even though I have never talked to anyone there and get “email service”. I have ordered hundreds of books, and other stuff, from them and never had one problem. Good service is designed into their business – It is priority number one! However, Amazon is still sadly the exception, not the rule like in many other companies where cost cutting can be used as an excuse. However, ultimately it is far more expensive to deliver poor customer service, than good customer service, it is just that sometimes the cost is hidden in lost customers and by those on the front lines who are happy to sweep problems under the rug.

I recently wanted to add a second satellite receiver to my house in another room and also upgrade to a high definition (HD) dish with a large, well-known company that provides satellite signals direct to your home TV (who shall remain nameless). Although at this time I am still working on this, I have now spent over two and one half hours

“No problem can stand the assault of sustained thinking.”

-- Voltaire

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talking to people on the phone, and been stood up three times in a row for scheduled installation appointments. This company has growth problems yes, but more importantly it is obvious that they have customer service problems designed into their vendor contracts, procedures and systems.

**"Don't let what you cannot
do interfere with what you
can do."**

- John Wooden

Just working out what I would get, because it did not fit exactly into their standard (computer menu) upgrade packages, was a major hassle. I wanted to do two (standard) things at once and that actually overloaded their ability to handle it! If I had to do it again I think I would order each upgrade separately and make them

do two trips so it fit into their standard offers.

What has happened to the days when the customer was always right and you never told the customer 'no', you just gave them a price for any request. I think that in many cases freedom has been taken away from CSRs to deal with customers on an individual level. Large size does mean systems and standards, but it does not have to mean a total lack of flexibility. There are many good ways to balance these needs with good design of workflow and systems. Often the information technology people who designed in 'no flexibility' are blamed, but ultimately management is always responsible because they accepted a design that did not meet all the customer and operational needs with some flexibility.

**The man who believes
he can do something is
probably right, and so
is the man who believes
he can't.**

There are certainly valid excuses for not making an appointment due to unexpected work, traffic, unavailability of parts and many other factors. However, when this happens three times in a row you know you have a serious customer service problem. I have now blocked off an entire half day to be home and rearranged my schedule to accommodate their requested installation

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schedule three different times. Luckily, I can work at home. Four days after the last appointment was not kept, I did not even get a call, never mind priority, to reschedule. You would think that in this day and age of technology someone's screen would start blinking red when a customer has been blown off three times in a row. This is how technology should be properly used. Sadly, their priorities seem to be misplaced. I can only surmise that they have decided not to care about the individual customer, as much as some mass of customer installations that are easy and quick.

When I called, the CSR wanted me to wait another 10 days for another appointment, starting the process all over again! Has someone done a "common-senseectomy" on these CSRs or have they been totally stripped of any authority to deal with real problems? **How can we possibly not be training CSRs and supervisors to accelerate to new levels when repeated problems are occurring for the same customer?** This is such a basic, simple and effective concept. How can they not think that strike three is "you're out"? They must not have appropriate incentives and disincentives for either managers or individual CSRs. Or more likely, they have a temporary advantage in the market and are abusing the privilege. It will come back to haunt them for sure as new competitor like "Zoom" enter the market.

Appointment #4: Well about two weeks later a technician arrived. The first words out of his mouth were, "Let's see if we can even do this". Of course, I knew that attitude was doomed to failure! Basically, he said that he was afraid to climb up on my roof and "some stupid kid" may be willing to do that for me, so he did not even check to see if I could get a signal from the HD satellites, which I finally learned are lower on the horizon. How someone who refuses

“Being willing to change allows you to move from a point of view to a viewpoint – a higher, more expansive place, from which you can see both sides.”

-- Thomas Crum

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to climb on a roof gets a job installing satellite dishes a total mystery to me.

Appointment #5: Well, a very nice guy just left. He climbed up on the roof and came to the conclusion that I could not get an HD dish at this location. Wow, progress! He also said the work-order did not call for anything else so he could not substitute my existing dish for a new two-room dish, so I would have to call and reschedule. We spent some time on the phone with the satellite company with no progress there either. He called his office - same deal - waste of time and money.

**“When you’re finished
changing, you’re finished.”
-- Benjamin Franklin**

Call #12: No option for my upgrade in the automated attendant - "Need Equipment Installed" - really seems pretty basic as a top-level menu item to me. When I finally got a person and explained the situation for the tenth time, she

promised to transfer me to someone who could help. Guess what? I got dropped to a dial tone. Called back again! A very helpful older gentleman this time explained, "my" problem was that the work-order only showed the HD upgrade and not the second-room installation, I had discussed in-depth with the first, second and third CSRs. So I scheduled the now sixth appointment for another eleven days out.

Well at visit number six, (think this problem is costing them any real money and customer good-will yet?) I finally got a service agent who was committed to succeeding in the installation process. Unfortunately, I think it was because he was here before and didn't want to come back again. He got everything wired and ultimately found out that the wiring inside the walls in the new addition was shorted out. Since I didn't want a black strip running across the back of my house, the only way they install coax runs, I decided to let him go and forget about it. I still don't have a satellite hook-up in my addition today, but after all that ultimately that is not their fault. Or is it?

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Consistent Bad Service For Over 20 Years – Is It Possible?

This all reminded me of a local ice cream and restaurant chain that has had consistently bad service across all locations since I was literally a kid. Statistically, this cannot possibly be the result of anything but bad management and systems. Most restaurants have no problem training people to take your order within ten or fifteen minutes and get food to the table pretty consistently while still hot. Yet this particular restaurant chain has

The intelligent man finds almost everything ridiculous, the sensible man, hardly anything.

failed every single time I made the mistake of visiting their establishment, for the last 20 years!

After all, there are not many excuses in terms of "layers of management and complexity" here like with the large satellite TV company. This chain has, for years managed to beat the odds and I will bet ten

to one that if I go into any location at all the service will be miserable. It may be failure in hiring, management training or simple procedures, I can only speculate, but without doubt, failure is somehow designed into their system and culture. They are missing a customer service culture that every company must have today.

Unfortunately, neither of these are by any means exceptional examples. Just last week I even had a printing company tell me I could not change or cancel my order after discovering a typo only a few minutes after the order was submitted. How totally absurd! Yet this CSR thought it was OK to recite a policy that "orders cannot be changed or canceled after submitted due to our automation". Can you believe that? AUTOMATION, as an excuse to print a defective order submitted minutes ago! Automation means there is a simple button to push somewhere in the software that purges the order and makes the customer happy with almost no effort so that they can submit the order again and give you business forever! Does anyone really accept this answer and attitude as an excuse? Someone must, if they use it. Poor training and management

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policies are certainly at the root of these problems. On the phone it can be worsened by information systems and routing systems that do not differentiate between new callers and repeat callers yet most companies have no problem getting a person on the phone for new sales.

Why Does This Happen?

Often transactions are designed with the employees in mind instead of the customer. Do you have someone who is supposed to play the customers' advocate in every meeting with these kinds of policy decisions? One bank I know makes 25,000 calls a month to customers to poll its customer-base about how it is doing. And they brag about doing this! To me this just means they must have never been able to get very good at what they do. This is an attempt to shortcut the filtering of information between customers and the executive-level by providing direct and independent information when you know you are screwing up. It is basically fixing the symptom, not the root problem. This company cannot possibly have a good customer service culture! That amount of money spent on improving the culture and systems would surely help fix the real problem – bad customer service, instead of just measuring it.

Customer service should be constantly evolving and improving with internal monitoring and feedback-systems that are self-corrective. This might be a valid effort to keep the organization "flat and lean", but is probably overkill for most companies. Ironically, it is in-fact a form of additional bureaucracy to avoid the problems of bureaucracy. Good information systems and watching and understanding key customer metrics like "time on hold", number of calls required to solve a problem and others, combined with management actually watching, hearing and participating in the customer-service experience is a far better and cheaper solution. It makes it easy for larger organizations' managers to be layers away from their customers when they should always have some direct contact with them.

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Certainly survival of the fittest will take over and put these companies out of business in time, but this does not seem to be a sufficient incentive to have lower level employees work on correcting the problems. The penalty is too distant, and too detached from their job for them see and understand that this may ultimately cost them their jobs.

Is it possible that frontline employees do not care? Is it possible they are not providing input from the front lines to change these systems? Is it possible, or even likely, that this is management's problem not theirs? I believe that almost any individual can be made to care and be effective in the workplace with proper systems, training and motivation. However, if I am wrong, and the wrong person was hired, that is easy to fix and best for everyone in the long run. Easy to say, harder to do - but that's every manager's job, to protect everyone else's jobs in the longer-term. I believe when these things happen continuously, that management must take 100% responsibility and more importantly action!

Is it possible that management does not know these things are occurring because they are isolated from the customer by far too many layers of other people and IT systems that do not measure the right things? Some direct bottom to top communication is pretty easy to do.

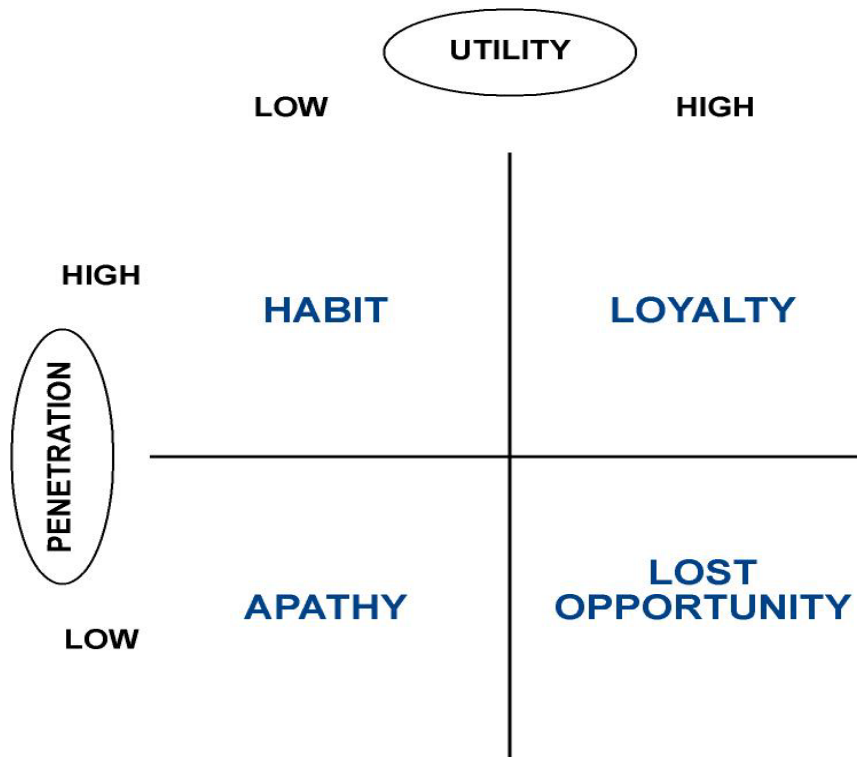
**All Progress Is The Result
Of Unreasonable Men.**

Very often, a lack of competition is the driving factor. In the case of the satellite TV company, they had only one subcontractor, who was two states away from me to handle their installations. This is clearly a poor management decision that is even suspicious. Who would single-source a critical element of their business, including all actual face-to-face contact with the customer, to a single vendor without some control and monitoring? This just does not make any sense unless the brother-in-law of the president is running that subcontractor? Can this company really not be watching the

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average time to install, the number of rescheduled appointments and other simple metrics that would show success, failure and trends?

Diagram – What Attitude Dominates Your Customer Base?



Another Way of Viewing Penetration and Value

**Where Are Your Company's Customers Now?
 Only in the top right "Loyalty" is a sustainable business,
 everywhere else is living on borrowed time.**

How Do You Prevent It From Happening At Your Company

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Does Anyone Know What's Going On Down There?

Good CEOs look for daily, weekly and/or monthly metrics or "flash reports" this is the only way to know exactly what is happening to customers. Will they be thrust-off on another vendor or subcontractor before they could begin paying us for our services? How can any manager say they do not want to know that in good conscience? Is it even possible in this day and age that there are significant businesses out there that are not watching critical measures of their own success and delivery? I guess, no matter how unbelievable it is, it must be happening every day. Is it happening in your business without your knowledge? Below you will find the best ways to prevent falling into this slow death trap.

There is repetition everywhere, and nothing is found only once in the world.

Sure, these things can happen occasionally, and at good companies the customer gets an apology, a free month and/or a basket of fruit for their trouble. However, the very fact that these things are happening on most transactions with companies tells me that management is losing touch with both customers and some basic principals.

I challenge any manager to make sure they use their own service anonymously on a regular basis (secret shopper) to experience what they have created. My guess is you will be shocked at the many layers of problems you will encounter, created by automated attendants that route people in circles, poorly trained customer representatives, badly designed policies and procedures that have somehow gotten out of step with the current world.

After all, this is not brain surgery, but it does require a lot of blocking and tackling on a regular basis. This is basic execution and requires a certain personality-type, sometimes

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called a "beaver", who does not get bored or require constant new challenges. It is a fact too, that it is almost always cheaper to do "it" right than wrong, as errors are what drive up the expenses. If problems do not show in the actual customer service costs right away, they will become apparent in customer-attribution sooner or later, costing far more then.

Challenges can be stepping stones or stumbling blocks, depending upon how you view them.

Here is a simple list of things to do to improve your company's customer service, which after all, will ultimately define your company's destiny, for we are all literally nothing without happy customers. I guarantee

doing these things will actually cut costs and increase revenue and profits.

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Top 8 Ways To Improve Your Customer Service

1) Call your own CSRs anonymously and regularly with non-standard requests to see how they react and handle it. Benchmark their attitude, hold times and other key metrics on these sample calls. Outsourcing this function is never as good because qualitative data



is lost and the outside company cannot know your business well enough to add as many improvements in processes as you can. It takes some discipline, but it will pay big dividends. This is best assigned on rotating basis to managers and executive-level people with the goal of a new round of improvement with each cycle. If you are not finding ways to improve each cycle through this process, you are not doing a sufficiently good job and need to dig deeper. Like jury duty there should be maybe, a one-time excuse to skip it due to a busy schedule, but then no excuse is acceptable the second time around. Nothing is more important than customer service.

2) Define a "flash report" that is distributed daily to key management team members. Color code or highlight the problem areas, so it can be scanned easily and does not become a burden. Define acceptable ranges and goals of improvement for each number. To be treated seriously, people need to know that management is REALLY reading it daily so feedback and questions are critical. It should contain the top 10-20 metrics that prove for certain that you are doing a good job with your customers. It cannot be activities only, but must be measured and should succeed. This report probably cannot be designed solely by the customer service people as they will want to include metrics that are easy to make and hide behind. The CEO

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No one would talk much in society if they knew how often they misunderstood others.

would be the best designer of this and should want to define what success is for the CS team.

3) The head of customer service should have a formal meeting each month to review the results and trends for that month with all supervisors. Senior CSRs should be allowed to represent their perspective and elaborate on why a problem happened, to get to the root issues. There should be a case study of a "new" problem which is passed down through the ranks, as everyone should learn the right way to handle it. The CEO or VP should show up sometimes, even in larger companies, so that people know this is a priority, not just jawboning, so that sufficient resources can be allocated to correct problems and create feedback into other departments.

4) Ongoing training is essential! Data captured from all reports and meetings should be used as feedback into the training system. Monthly meetings with every single CSR to review the biggest problems of the month are crucial to sending the right message about how important this is and keeping CSRs current. Sometimes this can be a very positive experience as CSRs get to present a tough problem they solved and how they solved it as an example of best practices.

5) Automated attendants must be monitored closely and tested. Always allow people to get to a human being by pushing "0" at any time. Automated attendants rarely are programmed well. They almost always have ways to get stuck in loops and some people hate them. They are designed to route problems to the right person, not solve them!

There will always be problems that do not fit into the standard description and these people need to get through to the best CSRs, so as not to fall between the cracks.

Importance
Things which matter most must never be at the mercy of things which matter least.

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6) Always have minimum performance standards for all key tasks. This applies to both field and office personnel. People who cannot make these minimums should be warned and re-trained by the top people by tagging along with them. Then they must be replaced if they cannot come up to standard. You are doing them a favor, as they would be better-off doing a good job somewhere else than a lousy job there. Anything else would send the wrong message to the good employees.

All truly wise thoughts have been thought already thousands of times; but to make them truly ours, we must think them over again honestly, till they take root in our personal experience.

7) Attitude towards customers is the key. Just as Southwest Airlines has kicked butt on larger rivals mainly due to their ability to hire friendly people who want to do a good job! They care about this so much that you don't get to a second interview without a great attitude and a big smile on your face. Do your employees look at customers as the problem, not the

source of their pay checks? The correct attitude must be projected by all senior management at all times. Sure, there can be an occasional joke about a real problem-customer you want to fire, but constantly discussing customers in a negative fashion is not acceptable and can even begin a long, slow death-spiral for a company. Nip that attitude in the bud right away.

8) Have procedures and systems to accelerate repeating problems to a higher level of service. This problem activity should be tracked on the flash-reports, as a percentage of total calls, with a goal of always improving the ratio. Customer service as a department, only improves through constant training by the

He who does not expect a million readers should not write a line.

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best people, on the front line who are figuring out how to handle the new problems that crop up, and doing case-reviews of the situations for the more typical CSR who will not solve the problem creatively, but will make it the customer's problem due to their inability to go beyond "in-the-box thinking." Let's face it, if they were really creative people, they would probably not be CSRs in the first place, they would be doing something else that leveraged that creativity. These should be your best customer service people and field people. Have a priority system that always gets the toughest and rarest problems to your top people quickly, not after the customer is screaming.

You don't need a PhD to solve these problems just have a strong customer service focus, good attitude and strong attention to detail. With the right cycle repeated each quarter or month, customer service will improve radically with just these simple steps. In the end, they will not cost money either, for they will drive revenue higher as customer attrition

declines and positive word of mouth generates new business.

This stuff needs to be ingrained in the corporate culture, so get going today, because I guarantee, this is costing any significant business many, many customers that you do not even know about.

“Quality is never an accident; it is always the result of high intention, sincere effort, intelligent direction and skillful execution; it represents the wise choice of many alternatives.”

– Willa A. Foster

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Key Metrics, And Your Company's Dashboard

Simple measurement of the key indicators in your business, is critical to having a learning organization that is aware of its own issues and can work to improve constantly. Without constant improvement your company is slowly dying, because others are moving forward without you.



Good Metrics Allow


1. **Constant improvement**
2. **Focus on key issues**
3. **Understanding by all employees at all level of what is thought to be important by management**
4. **Benchmarking**
5. **Seeing long-term trends that can be masked**
– i.e. more people, same procedures, lower billings)
6. **Modularization of the business for geographic expansion**
7. **Accountability - Each department head must be totally responsible for its own (objective) measurement**

01/23/04 © C Level Enterprises

Unfortunately, each business and industry should be monitoring different things and you need to figure out what those are yourself. These figures are often ratios and derivatives of basic, obvious measures. I highly recommend reading the book “Good To Great”, it is all about REALLY understanding what makes your business tick. It can literally take years to refine your model to the point of understanding what your business is doing by looking at one or two sheets of paper but there are shortcuts if you have

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creative people with good business sense. And don't let any accountant convince you this is the balance sheet and P & L, they are to your company's pulse what a post-mortem report is to EKG. They measure history and have become so removed from reality to normalize results over long periods of time that they have become virtually useless as management tools except for investors. And as we know from Enron, Worldcom and Tyco, they are also subject to huge subjective judgment and the ethics of the people who makes those decisions.



What Metrics Make Sense For Your Business?

- What metrics will consistently indicate:
 - Staff Productivity
 - Sales
 - Marketing
 - Finances
 - Customer Satisfaction
 - Internal operations
- These must now be tracked over time as a “dashboard” on the business because you need to see further out and the obstacles are bigger

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What follows, is just a starting point for your company's dashboard. You can sit down with each department-manager and figure out what the real measures of success are, and what ratios will be the leading indicators of failure. There probably should not be more than five to six numbers per department. The human-mind, for some reason, is limited to

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remembering seven numbers at any one time. So simpler is better. Simple creates focus on what is really important.

Chart –The Corporate Dashboard Staring Point

Metrics – We Can Only Improve and Project What We Can Measure

	Daily	Weekly	Monthly	Quarterly	Annual
Sales					
CS/Ops					
Product Dev.					
Marketing					
Finance					
HR					
Other					

Flash Report - Daily measurement sends a daily message this is a something we (all should) care about

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**Appendix
Other Available Products to Help Your Business Grow More Rapidly**

**Appendix - Other Products For CEOs, Entrepreneurs and
C-Level Executives To Help Grow Your Business More
Rapidly**

C-Level Enterprises, Inc. offers a series of unique books as part of titled “The Secrets of a Serial Entrepreneur™”. These books are all written by Bob Norton and are designed to be used at key points in a company’s development life cycle, and throughout the development of the company. They are a great alternative to high-price consulting services from business launch experts and will greatly increase any entrepreneur’s chances of success. They provide proven frameworks for success, developed by Bob Norton over 15 years as a CEO and 25 years as a serial entrepreneur, to help break through some of the most common and practical traps that growing businesses fall in to virtually all the time; if they have not grown a business before to this size.

The entire series can be seen at <http://www.CLevelEnterprises.com/products.htm> if you are online go there for the most up-to-date information now. Otherwise you can read below. The Books cover the business development steps: Design, Launch, Hire and Manage. And ideally should all be read in that order.

Appendix
Other Available Products to Help Your Business Grow More Rapidly

**Books and Tapes For CEOs, Entrepreneurs and C-Level Executives To
Help Grow Your Businesses More Rapidly and Develop Long-term
Competitive Advantage**

These books are all written by Bob Norton, a serial entrepreneur for over 25 years and a CEO for more than 15 years. Mr. Norton is one of the leading authorities in the world on entrepreneurship, intrapreneurship and growing businesses rapidly. He has participated in eight startup companies, grown two to over \$100 million in sales and several have dominated their respective markets. He has also worked for two multi-billion dollar corporations running product development efforts. His experience goes across all size companies, and many types of businesses in various industries. During his career Mr. Norton has helped created over \$1 billion in new shareholder value just while at those companies. Mr. Norton provides expertise on growing small and medium size companies more rapidly using eleven different proprietary tools and methodologies for business design, development and optimization, which he has developed over the last fifteen years. Many ideas are also contributed from over 1,000 business books in his personal library. He also runs the premier CEO and Entrepreneur Boot Camp in the U.S. today, which is design to cut years off the learning curve of CEOs and entrepreneurs and turn them into world-class CEOs. This exclusive event teaches practical business design and optimization systems in an intensive 3-day training program for any CEO or entrepreneur.

Mr. Norton has appeared on CNBC, Good Morning America and many other regional and national media like Inc. magazine. He provides advice to entrepreneurs and CEOs through consulting, speaking, writing and seminars. He frequently speaks at corporations, associations, and universities on business topics.

These books are targeted at particular problems and stages of development where early-stage ventures commonly encounter critical issues while moving from raw startup with an idea to becoming an established company. They are guaranteed to improve any

Appendix
Other Available Products to Help Your Business Grow More Rapidly

business's chances of success dramatically. They can be downloaded immediately and the ideas and systems put into action the same day. Unlike hardcover books, that need to be a certain size to justify the printing, distribution and retail markups, these books will not have lots of redundant information, essentially showcasing the same basic ideas five different ways. They are packed with totally unique content that comes from the experience of a real serial entrepreneur, not just an author who did some academic research, but practical advice and systems for CEOs and entrepreneurs proven to work over two decades. The philosophies and systems used in each are compatible so that, as a set, they will create a framework for successful and rapid business growth.

You can click on each book icon below for more complete information.



DESIGNING



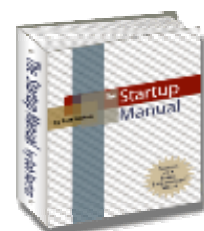
LAUNCHING



HIRING



MANAGING



**ALL FOURS
BOOKS**

The Startup Manual includes all four books plus our proprietary business design tools CD-ROM.

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Other Available Products to Help Your Business Grow More Rapidly

Books and Tapes Order Form

(Click on Titles For Complete Information and online ordering)

Books & eBooks These are provided as PDF files. Add \$8.95 shipping and handling for each book <u>only</u> if you want a physical hard copy printed and shipped to you.	Unit Price	Printing & Shipping (eBooks Free)	Quantity	Total
<u>Designing a Startup For Rapid Growth and Profit</u>	\$39.00	\$8.95		
<u>Roadmap To Launching A Successful Company</u>	\$39.00	\$8.95		
<u>Hiring The Best People At Early Stage Companies</u>	\$27.00	\$8.95		
<u>How to Manage a Business For Rapid Growth</u>	\$34.00	\$8.95		
<u>The Startup Manual</u> Set Of All 4 books above in 3-ring binder. Save \$10 When all are purchased together	\$129.00	\$10.95		
Audio Taped Seminars With Slides				
<u>Raising Angel Financing (2 CDs + Slides)</u>	\$39.00	\$6.95		

Appendix
Other Available Products to Help Your Business Grow More Rapidly

<p><u>The Ultimate Startup Manual</u> All 4 of the above books plus both audiotape programs. This product comes in a three ring binder with over three hours of audio on Raising Angel Financing and Bootstrapping. It is a complete system for starting an early stage company from original idea to first outside financing. It should save or make you many thousands of dollars.</p>	\$189	\$11.95		
<p>(You may deduct \$1.00 for each shipping and handling charge after the first item)</p>				
TOTAL CHARGES:				-

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Entrepreneur and CEO Boot Camp DVD Order Form

Available 8/1/2004

This is the premier training program for entrepreneurs and CEOs in the U.S. today. Almost 12 hours of video documenting a complete CEO and Entrepreneur Boot Camp weekend available by subject, or as a complete set. This is some of the best advice available today on launching and growing businesses from someone who has done it many times. You can replay them and share them with your entire team, which multiplies the power and impact on your company many fold. [See video testimonials by clicking here.](#)

The CEO Boot Camp DVDs The Art and Science of Business Design™	Unit Price	Shipping and Handling (eBooks Free)	Quantity	Total
1. Roadmap to a Successful Vision – Included free with any other DVD ordered. Included free with any other DVD. Plus our Risk Management tool and Boot Camp Preview.	\$44.95	\$5.95		
2. Market Research – Marketing Steers The Enterprise	\$89.95	\$5.95		
3. Competitive Positioning (also includes Risk Management and business optimization system)	\$89.95	\$5.95		
4. Entrepreneurial and Intrapreneurial Marketing	\$89.95	\$5.95		
5. Rapid and Efficient Product and Service Development	\$89.95	\$5.95		
6. Managing The Sales Process	\$89.95	\$5.95		
7. Finance, Financing and The Financial Plan	\$89.95	\$5.95		
8. Developing Your Team - The Skill Set Matrix, Management Methods and the Employee Development Ladder	\$89.95	\$5.95		
9. Operations and Customer Service – The Corporate Dashboard	\$89.95	\$5.95		
10. Hiring Sales Winners	\$89.95	\$5.95		

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Other Available Products to Help Your Business Grow More Rapidly**

11. Everybody Needs a Branding Strategy	\$89.95	\$5.95		
The complete CEO and Entrepreneur Boot Camp DVD Set Contains All DVDs Listed Above. Over 11 hours of the most valuable video you will ever watch. This package also includes the full 300 page manual with all slides, articles, our proprietary business design tools CD-ROM and plus a Rapid Growth By Design™ system wall poster that pulls it all together after you have listened to the entire set.	\$799.00	FREE		
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[Click Here or Call For CEO and Entrepreneur 3- Day Boot Camp Seminar Dates and Locations in October, December, January \(7 Day Caribbean Cruise\) and March 2004](#)

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Other Available Products to Help Your Business Grow More Rapidly**

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Note: All orders outside of the United States: Add five dollars for each video, nine dollars for each physical book, above regular shipping costs.

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This complete collection of four eBooks is also available as a package at 30% off, with over 300 secrets of a serial entrepreneur and hundreds of pages of valuable "How To" content from someone who has done it before.

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**The Premier CEO and Entrepreneur Boot Camp
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Developed and Delivered by a successful serial entrepreneur and 15 Year CEO who has grow two businesses from \$0 to over \$100 million in revenue and generated over \$1 billion in shareholder value.

**Two Days That Will Change Your Life, Accelerate Your Business,
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*Learn How To Turn Any Enterprise Into A
High-Growth \$100 Million Business*

In this intensive seminar, you will learn how to design and run businesses for high growth and profit from very successful, "been there, done that" experts. It is a complete integrated system for designing and running businesses compiled over 15 years from over 1,000 business books and field-tested. Experts offer you the most important systems, tips and techniques for success that they've learned during their distinguished careers, while also letting you know how to avoid many common business missteps by employing systems using the latest research, techniques and best practices available today.

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What is The CEO and Entrepreneur Boot Camp About?

Join Bob Norton, a serial entrepreneur who has grown two businesses to over \$100 million in sales, for an intense two-day Boot Camp filled with 312 secrets on starting and running companies for fast growth. Learn to greatly improve your strategy, vision, business design, and management skills using a complete system developed over 15 years as a CEO incorporating some of the best ideas from 1,000 business books. You will learn to use 11 proprietary tools that will radically improve any business in any industry.

Nothing ever fully prepares you for stepping into the role of a CEO or Entrepreneur.

The Art and Science of Business Design details how to design, plan and manage each of any enterprise's key disciplines - Sales, Marketing, Finance, Operation and Product Development. As a CEO and Entrepreneur, you need to know how these departments interact and even compete. You need to know how to recruit, hire, motivate and manage the best people in each discipline. You must also know how to get them to work together so that everybody is on the same page.

In "The Art and Science of Business Design" you will learn to:

- 1. Design and position a business for more sustainable competitive advantage and higher barriers to entry.**

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Other Available Products to Help Your Business Grow More Rapidly

2. Optimize your business model for minimum risk and capital investment.
3. Better define the exact skills you need on your team and learn how to select people and interview for skills you do not have yourself.
4. Raise capital in any market from the best sources without giving the company away.
5. Inject entrepreneurial spirit into ANY organization, large or small, and improve product development productivity by a factor of FIVE times the average or more.
6. Develop a marketing, communications and messaging plan, and a marketing department, that is accountable to a return on investment.
7. Develop and improve your corporate vision to better attract investors, employees and customers.
8. Plan, design and manage a sales department and select strategies, tactics and channels that will work for your business.
9. Hire the best people in every area and understand what personality types work best in each business area to create superior results.
10. Adjust your management style, risk, appetite and executive decisions based on your company's stage of development as it grows from a raw startup to a significant business.
11. Manage employees and develop them into more valuable assets for your company's benefit and theirs.
12. And much, much more than what we can list here.

If you are an entrepreneur intent on growing your business to \$50 million or more in sales, you really can't afford to miss this unique event.

Admission includes:

- A sure-fire business and career-booster that is not available anywhere else. The skills developed in this seminar will allow managers to move up in any organization
- A complete system that will bring high-growth to any business
- More cutting edge, how-to content than you'll find in some 3 to 5 day seminars
- Reference materials you'll use over and over again, including a complete 350+ page manual that includes all the slides, handouts and tools presented in the seminar
- A BONUS CD-ROM containing the key tools, forms and templates that could save thousands of dollars in expenses. (This is a \$499 value sold separately)

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Other Available Products to Help Your Business Grow More Rapidly

- Each attendee will receive one hour of consulting from our President and Founder, Bob Norton, at our offices in Milford Massachusetts. This is a \$400 value
- An e-book from our "Secrets of a Serial Entrepreneur Series". Four titles all written by Mr. Norton- even more will be available shortly
- Breakfast, lunch and snack break both days
- A 100% money-back guarantee (see web site for details)
- Free parking.